Human Resources Command's Role in Mentorship

COL Robert Thompson

Outline

- Purpose
- Methodology
- Literature Review
- Survey Results
- Discussion of Results
- Conclusions

Purpose

- To assess MSC officer satisfaction with current MSC Branch practices and performance

- To solicit ideas for improving MSC Branch services

- To determine how MSC Branch career managers contribute to mentorship

Study Methodology

- Develop a web-based survey similar to the mentorship survey to gather data from MSC officers

- Distribute the survey via the MSC Home Page and solicit participation through emails from the Chief, Medical Service Corps and local MSC leaders

- Perform a literature review focusing on human resource (HR) functions

- Analyze survey responses (using various statistical techniques) to identify significant results pertaining to the study questions derived from the study purpose

Literature Review
HRC Functions

- **The Well Managed Healthcare Organization** [5]
  - Work Force Planning Work Force Allocation Management Education
  - Compensation Management Collective Bargaining Continuous Improvement

- **Managing Health Services Organizations and Systems** [6]
  - Staffing Activities Acquiring Human Resources Retaining Employees
  - Separation from Employment Labor Relations

- **Human Resources in Healthcare** [7]
  - Job Analysis and Design Recruitment and Selection Performance Management
  - Training and Development Compensation Employee/Employer Rights

- **Skills and Competencies required of HR Managers**
  - Change Management 49.6 percent
  - Teamwork 42.1 percent
  - Classic tools of HRM 37.4 percent
  - General Management 32.4 percent
  - Consulting/Communication 33.8 percent
  - Business 32.4 percent
  - Intern/multi Cultural MNGT 24.2 percent
  - Concepts and Theories of HRM 17.2 percent

Literature Review
Mentorship Defined

“the proactive development of each subordinate through observing, assess
coaching, teaching, developmental counseling, and evaluating that results
people being treated with fairness and equal opportunity. Mentoring is an
inclusive process (not an exclusive one) for everyone under a leader’s char

FM 22-100 Army Leadership (1999)

Army Mentorship Definition: The **voluntary**, developmental relationship
that exists between a person of greater experience and a person of lesser
experience that is characterized by mutual trust and respect. [3]

Army Mentorship Handbook (Draft) 2005

Medical Service Corps Definition (Current): A developmental relationship
Between two people (mentor and protégé) that is mutually maintained for
for professional, social and/or benefit. [4]

Analysis of the Medical Service Corps 2004 Mentoring Survey

Medical Service Corps Definition (Proposed): The **voluntary**, develop
relationship between two people (mentor and protégé) that is mutually
maintained for professional, social and/or benefit.

Literature Review
Challenges with HRC Mentoring

- Mentorship “Chemistry”
  - **“Organizations often set themselves up for failure, trying to control the incontrollable personal chemistry that is so vital to effective mentor/protégé relationships.”** [10]
  - Mentoring is based on the individual’s ability to **trust each other** and can exist only in an atmosphere where trust and openness are valued. **Organizations, cannot, by fiat, dictate trust and liking among colleagues.** [10]
  - Since the mentoring relationship depends on a **special chemistry** between the participants, its formalization is **problematic if not impossible**. [12]
- Time
  - Mentoring relationships do not develop overnight, some suggest it takes from 2 to 5 years [13]
  - The time involved in establishing a quality mentoring program is linked to developing trust… which manifests itself overtime through various trials, conquests and day to day life experiences (not something read in a book) [14]
- Experience
  - Real life vs. “Book Smarts” [11]
  - Facilitates the development of trust
- Resource Constraints
  - Mentorship is best applied in a ***one on one*** relationship [14]
  - Army recommendation is that mentors have ***less than three mentees at any one time*** so that they can truly focus on each mentees personal and professional development [3]

Literature Review Conclusions

- Mentorship is not an HR function - Mentorship requires a long-term, personal relationship between two individuals that have “chemistry” – so career managers cannot act as mentors to the officers they manage

- HR personnel (career mangers) can play a role in mentorship by:
  - Sponsoring an “informal” program that invites junior officers and potential mentors to participate
  - Identify junior officers who need mentorship
  - Link up potential mentors with younger officers

- However, to play a role in mentorship junior officers must have trust and confidence in the competence of and advice they receive from their career managers

Survey Results
Respondent Demographics

- Sample size of n=1225 survey responses
- Breakdown of respondents:
  - 77% male and 23% female
  - 74% Caucasian, 10% African-American, 6% Hispanic, 4% Asian, 4% Other
  - 84% say they are career officers
  - 33% have been deployed
  - 27% had a parent that was career military
- Average age is 35.71 years (range 21 – 58)
- Average years in military 11.84 (range 0 – 37)
- Average years in MSC 10.15 (range 0 – 37)
- Average months since last PCS 15.32 (range 0 – 99)

Survey Results
Career Manager Contact (question 3)

How Many Times A Year Do You Contact Your Career Manager?

	1 Time	2 Times	3 Times	4 Times	5 Times	More Than 5 Times	Only When I'm Getting Ready to PCS	Never
Percent of Respondents	20.08	19.18	13.47	6.69	2.53	7.43	25.31	5.31

- Average contact with career manager is 1.95 times per year
- Significant correlation between perceived quality of career manager and frequency of contact - career managers rated as poor are contacted multiple times (don't handle issue with one call) or are not contacted at all.
- 70D and 70E AOCs contact less often than any other AOCs
- No significant difference among gender or ethnic groups
- 2LTs either contact a lot or not at all – population clustered at extremes

What Information Do Officers Want When They Contact HRC? (question 4)

Change of Assignment	78.00%
Career Progression	43.00%
Schooling	39.00%
ORB Update	33.00%
Board Information	32.00%
Professional Development	25.00%
Mentoring	12.00%
Photo Guidance	6.00%

- But this does not tell the whole story – next page has sp

What Information Do Officers Want When They Contact HRC?

- Schooling – Over 50% of 2LT, 1LT, and CPTs want schooling info – it goes down dramatically after that – higher requests from Hispanics and Asian / Pacific ethnic groups
- Photo Guidance – more inquiries from 1LTs, CPTs, Hispanic and Asian/Pacific ethnic groups
- Change of Assignment – Lower number of inquiries from 2LTs and COLs
- ORB Updates – more inquiries from females, 2LTs, MAJs, and Asian/Pacific group
- Board Information – higher percentage of inquiries from CPTs, MAJs, LTCs
- Career Progression – most inquiries from 1LTs – next most from 2LTs and CPTs
- Professional Development – negative correlation to rank (2LTs most – COLs least)
- Mentoring – negative correlation to rank (2LTs seek a lot – higher ranks

What is Important for Your Career Manager to Know?

	Avg Score*
Visibility of all assignments in your AOC and immaterial positions for which you are qualified	3.64
Insight on how the next assignment prepares you for follow-on assignments and opportunities	3.29
Recommend when to seek command/Chief/Other leadership positions, military and civilian education options or other critical assignment opportunities.	3.28
Guidance on career progression	3.22
Guidance on professional/AOC development	3.16

* Based on a 1-4 scale where 4 = very important and 1 = not importan

What is Important for Your Career Manager to Know?

- Females are significantly more interested than males in career managers providing information on career management and recommending when they should seek command or leadership positions, education opportunities, or critical assignments.

- 1LTs are significantly more interested than other grades in career managers providing information on career progression and guidance on professional or AOC development

- No significant differences based on ethnicity or other demographic categories

Before calling your CM – who do you discuss your questions / concerns with?

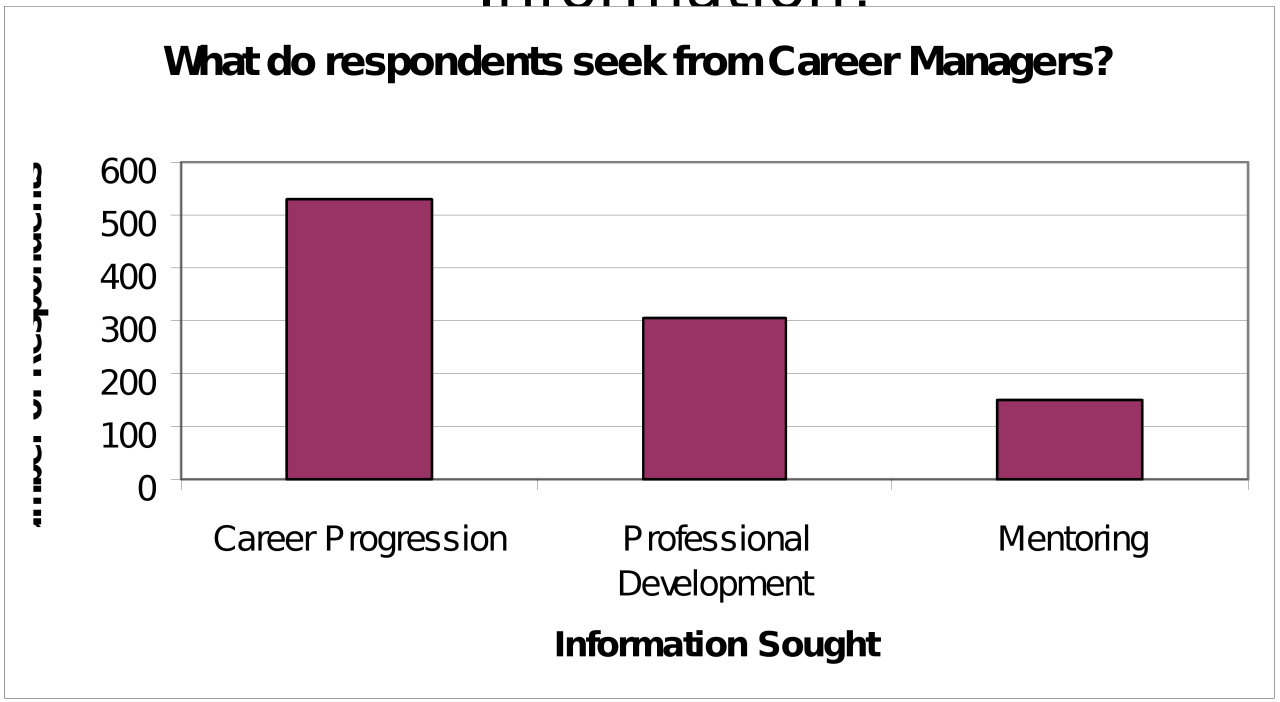
- African-Americans and Hispanics discuss career matters with their senior rater and rater prior to calling their career manager less than other ethnic groups.

- All ethnic groups are equally likely to discuss career matters with their mentor prior to calling their HRCOM.

- Correlation between gender and discussing career matters with no one indicates that males are significantly more likely to NOT discuss career matters with anyone prior to calling their career manager.

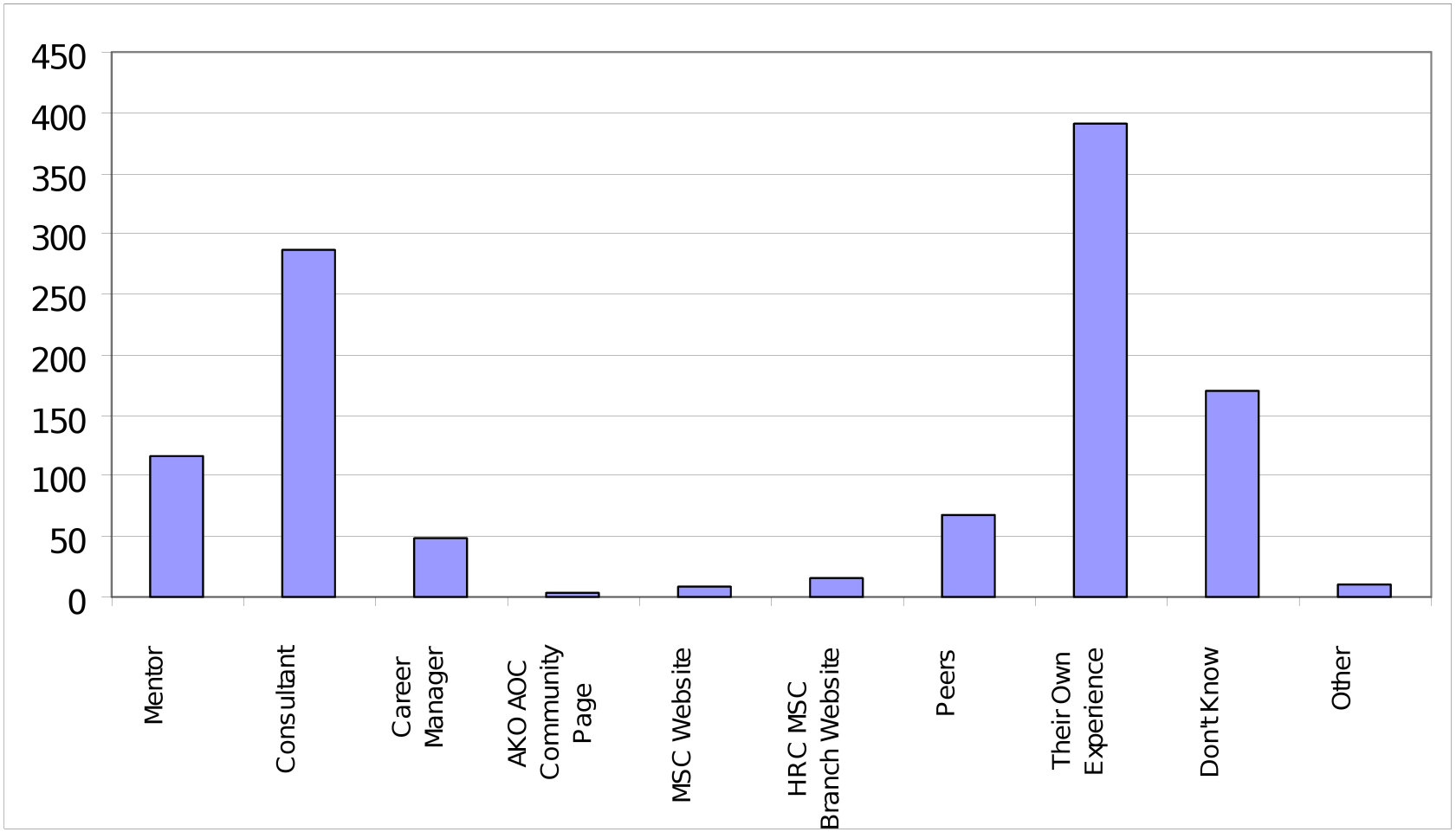
- Positive correlations were found between age, rank, and discussing career matters with no one – indicating that more senior personnel do not discuss career matters with other people prior to calling their career managers.

Who Contacts Their Career Manager for Mentoring, Career Progression, or Professional Development Information?

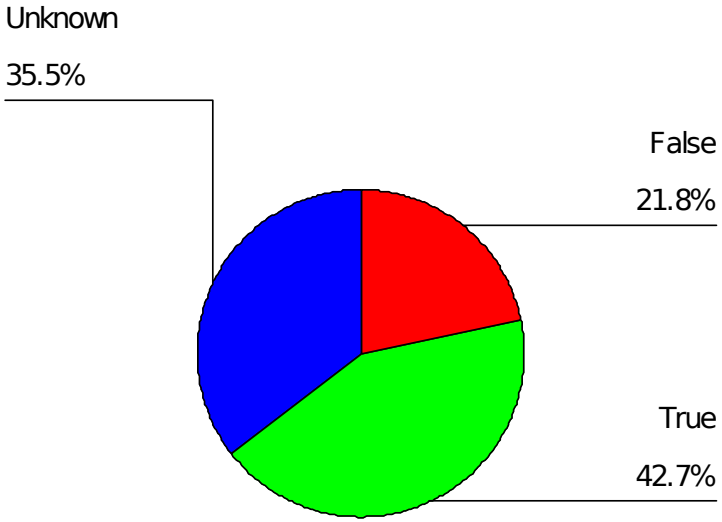


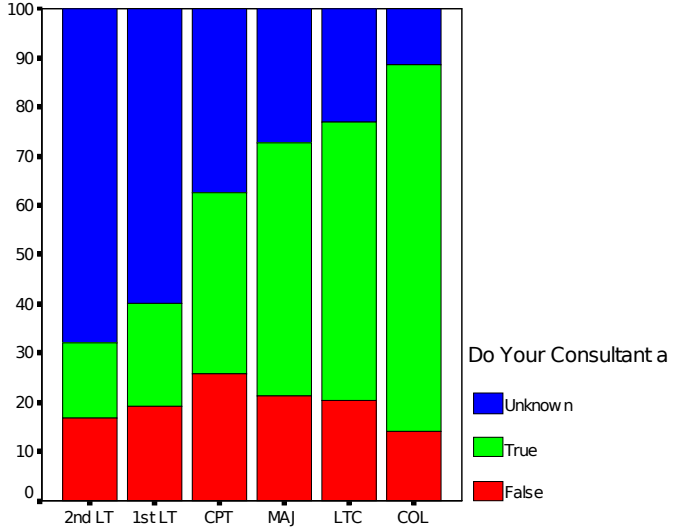
- In general respondents indicate that they may seek career progression information, and some see professional development information, but only about 10% say they seek mentorship from their career manager. This trend holds true for both genders, all ethnic groups, and is very similar for all AOCs.
- These three categories correlate negatively to respondents age and grade – indicating that as officers advance / become more senior they seek less of these services from their career manager.

Where do you believe your CM receives the most reliable career management information to share with you?

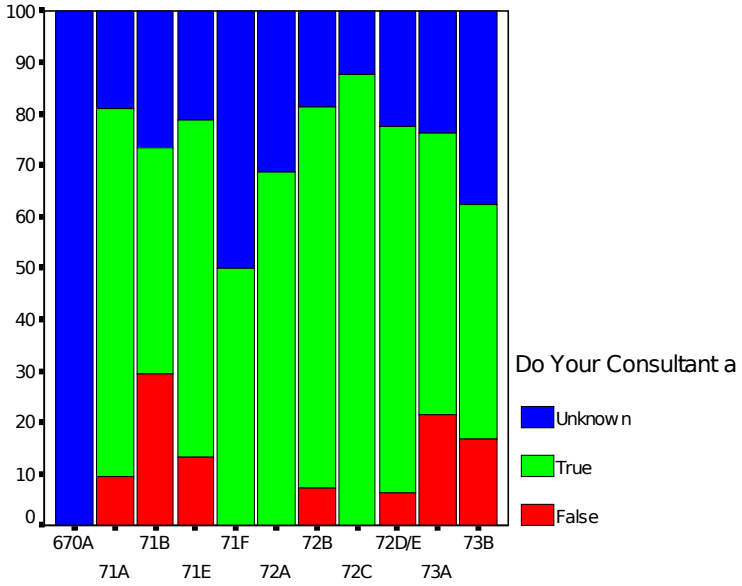


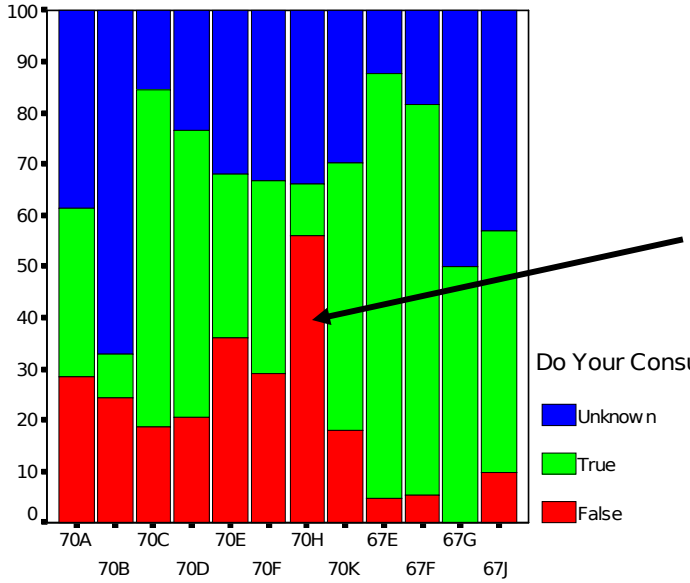
Do You Believe Your Career Manager and Consultant Discuss Your Assignments and Career Path?





- CPTs have a much higher "false" percentage – and LTs do not seem to know about consultant roles / involvement – that may be because they do not have functional areas





- Most 70 series are over 20% false
- 70H is really high

Questions 15 – 18 Role of the Consultant

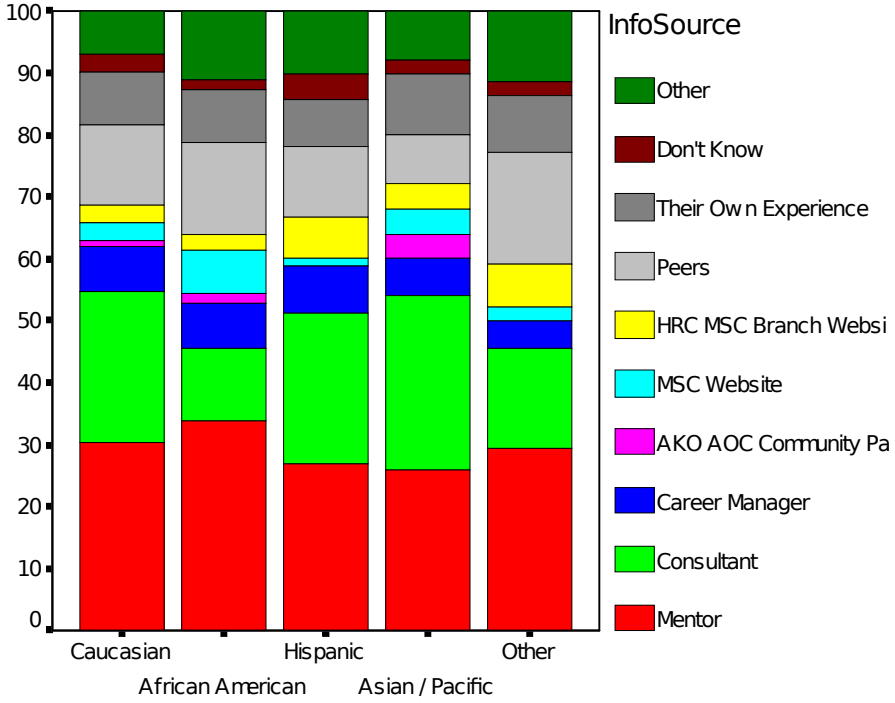
Expectations of a Consultant (1 to 5 Scale - 5 equals "Very Important", 1 equals " Not Important")	Mean	Std. Deviation
Visibility of all assignments in your AOC and immaterial positions for which you are qualified	3.49	0.89
Guidance on career progression	3.46	0.88
Guidance on professional/AOC development	3.47	0.87
Insight on how the next assignment prepares you for follow-on assignments and opportunities	3.45	0.87
Recommend when to seek command/Chief/Other leadership positions, military and civilian education options or other critical assignment opportunities.	3.44	0.88

- Positive correlation indicating that as officers become more senior they place more importance on the role of the consultant
- 73B, 72C, 72A rate these consultant attributes the highest – 70Bs rate them the lowest
- No significant differences based on gender, ethnicity, education, or other demographic factors

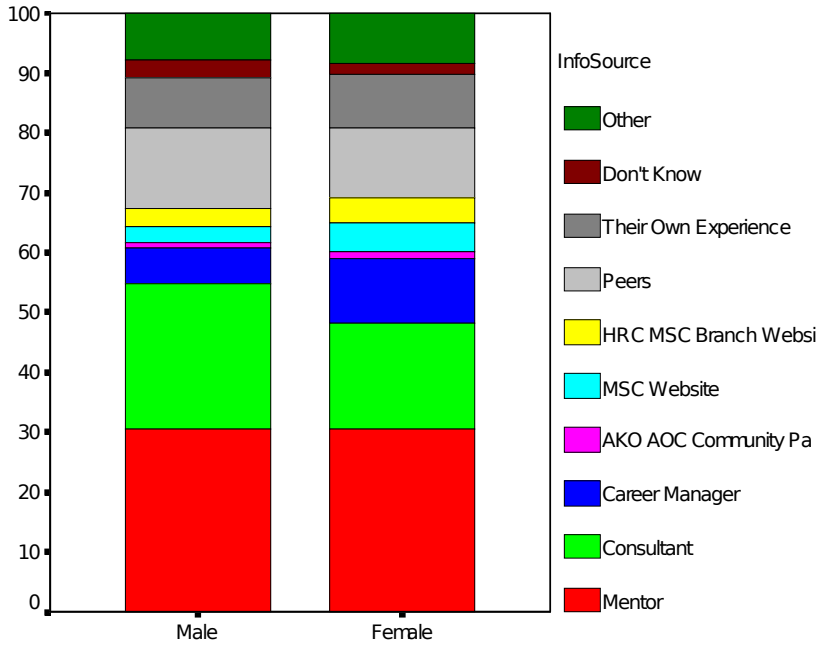
Where Do Officers Get Their Most Reliable Career Management Information?

Source	Percent
Mentor	30.47%
Consultant	22.79%
Peers	12.99%
Their Own Experience	8.57%
Other	7.84%
Career Manager	7.18%
HRC MSC Branch Website	3.34%
MSC Website	3.10%
Don't Know	2.69%
AKO AOC Community Page	0.98%

Where do you receive your most reliable career management information?

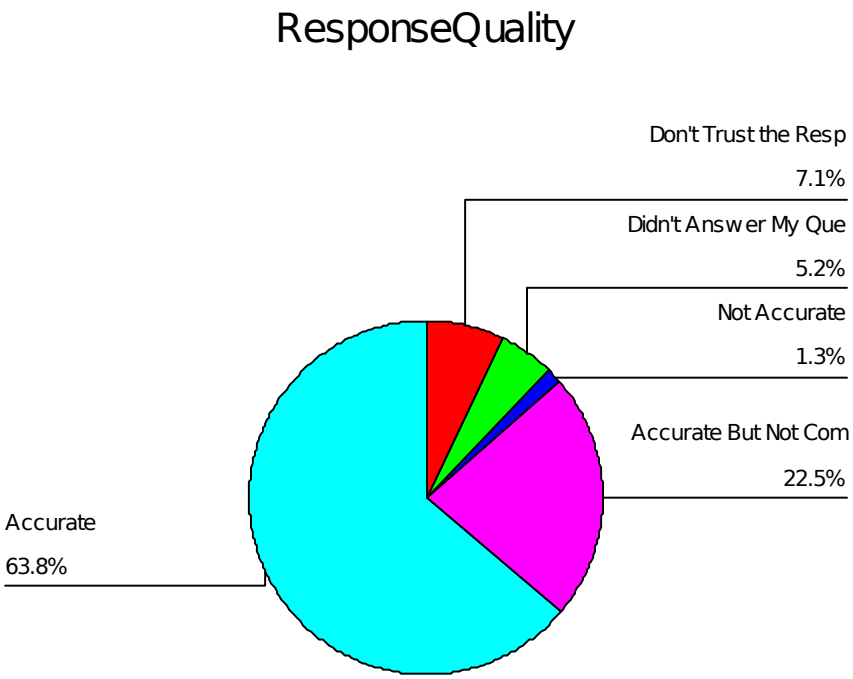


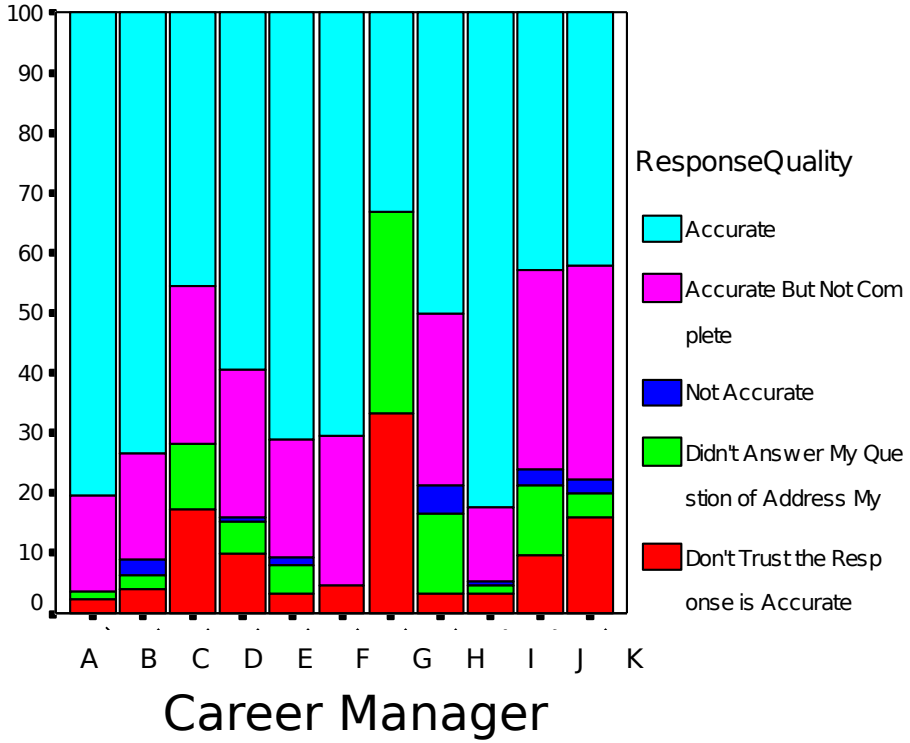
- African-Americans rely on consultants for career management information much less than other groups. They rely on mentors, the MSC Website, and “others” more than other ethnic groups



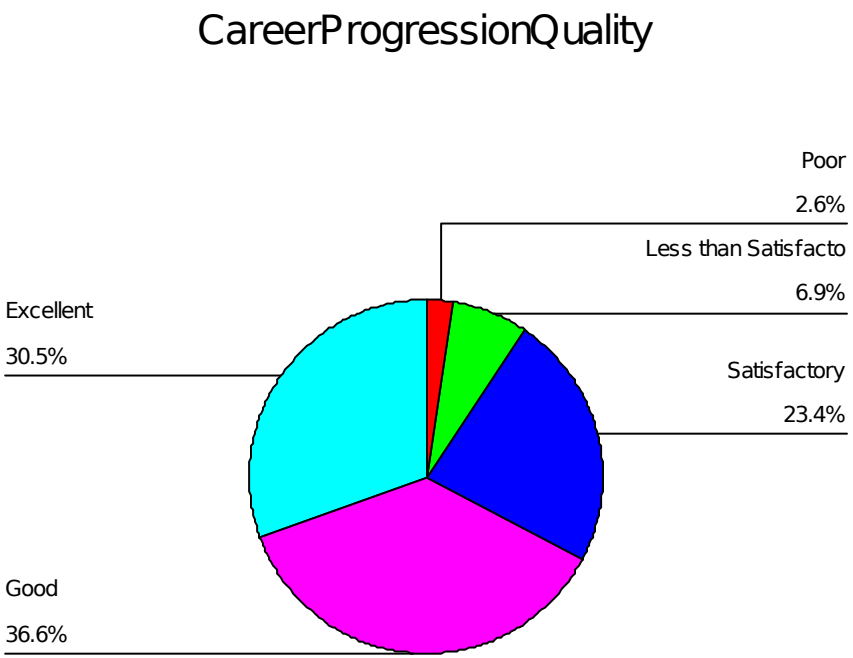
- Females rely on their consultants less than males do – and on their career managers much more than males do – all other categories are statistically the same

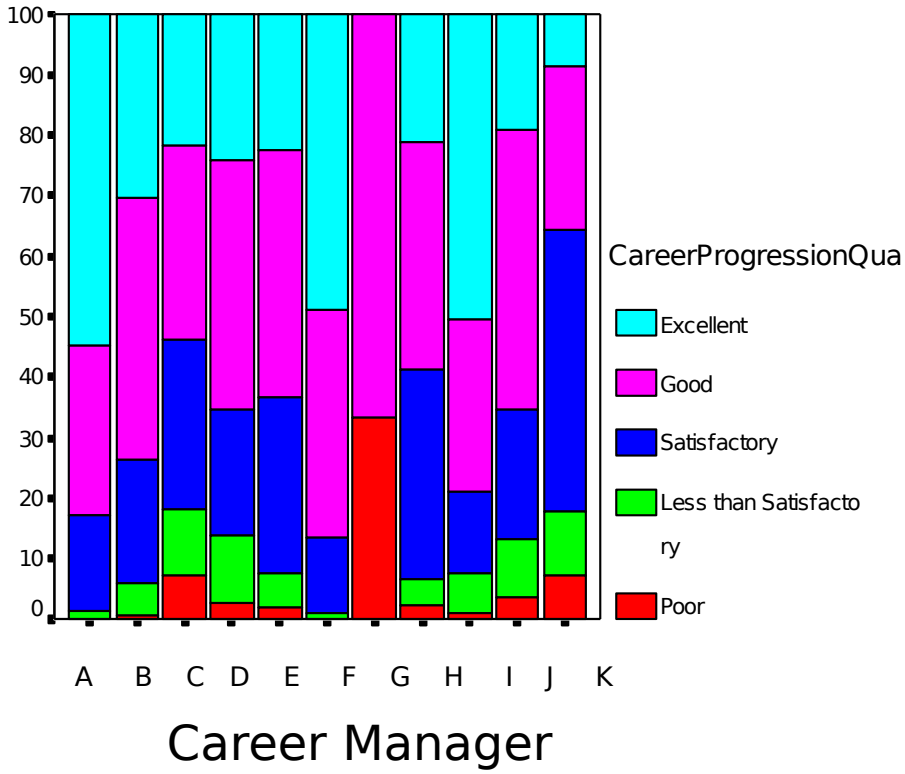
Regardless of the Timeliness of the Response – How Accurate are the Responses from Your Career Manager?



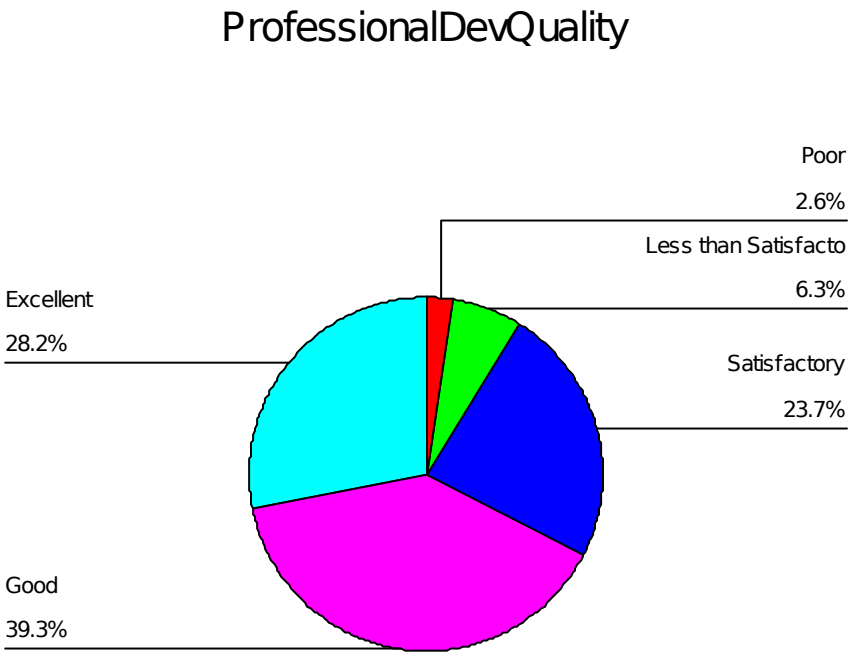


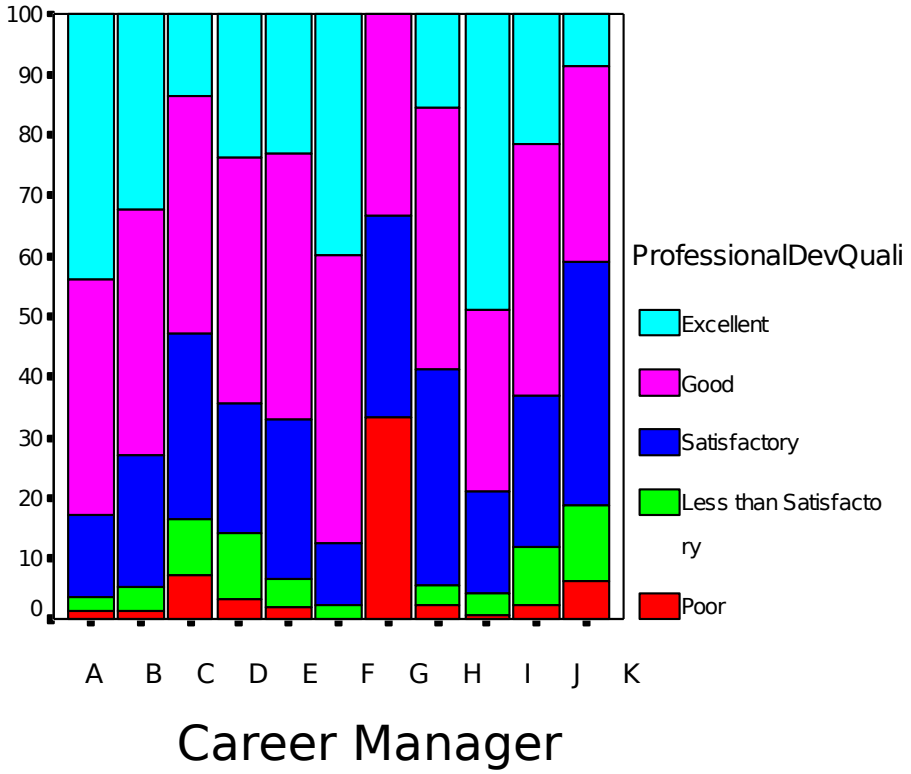
How Well Do You Believe Your Career Manager Understands Career Progression for Your AOC?



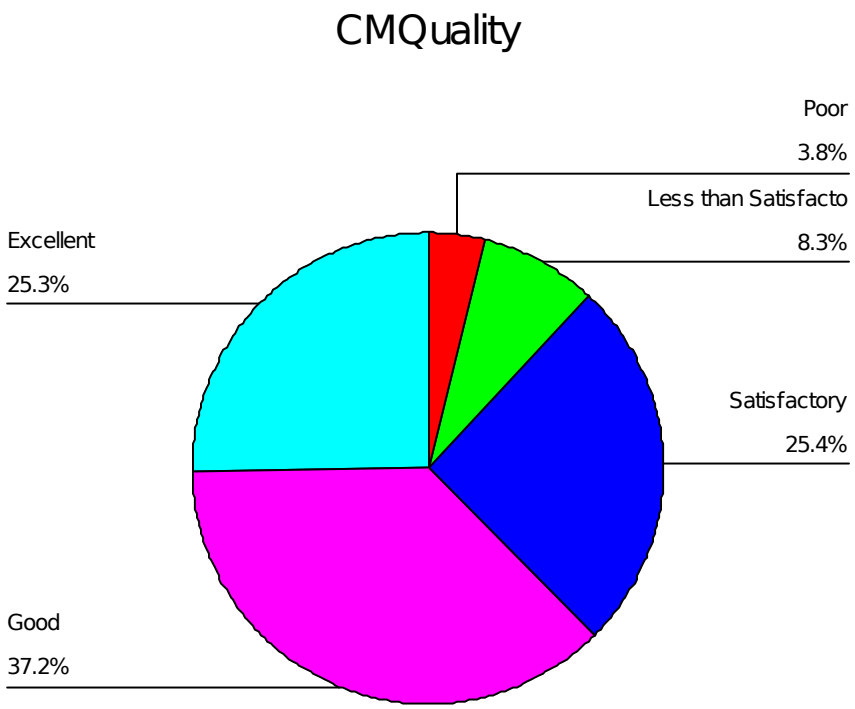


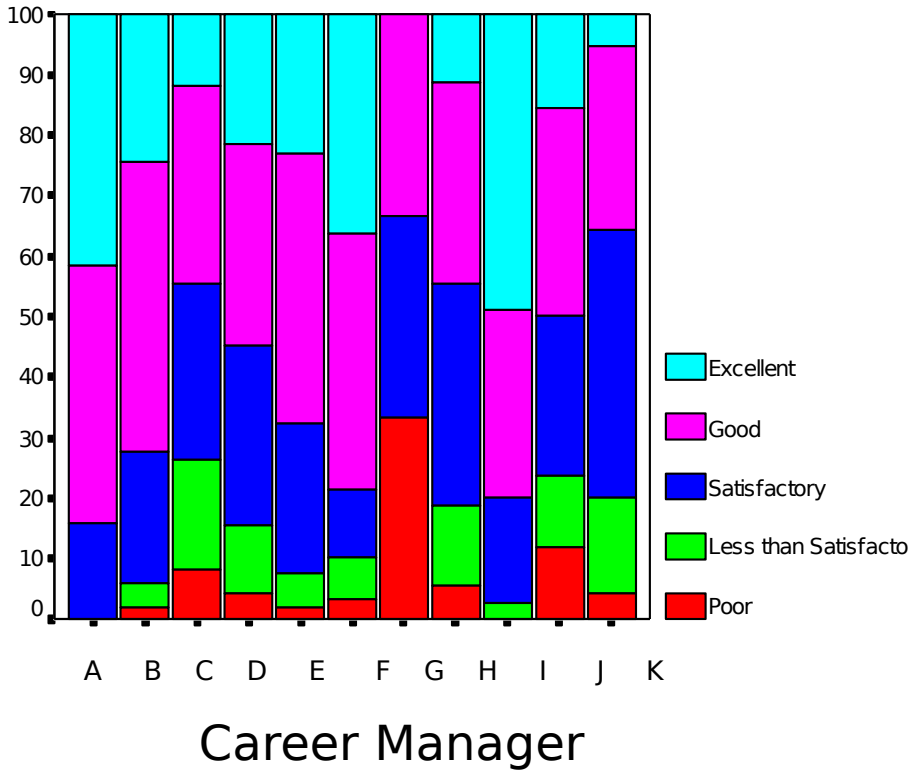
How Well Do You Believe Your Career Manager Understands Professional Development for Your AOC?



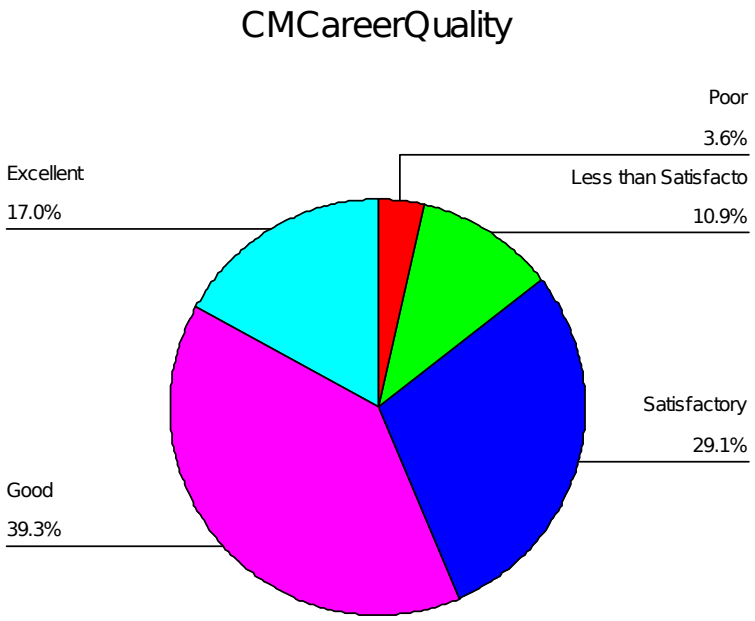


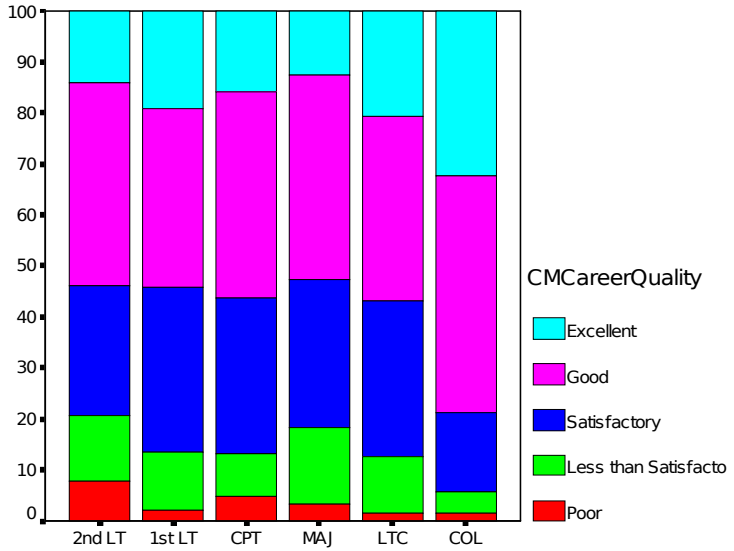
Overall Satisfaction With Your Current Career Manager

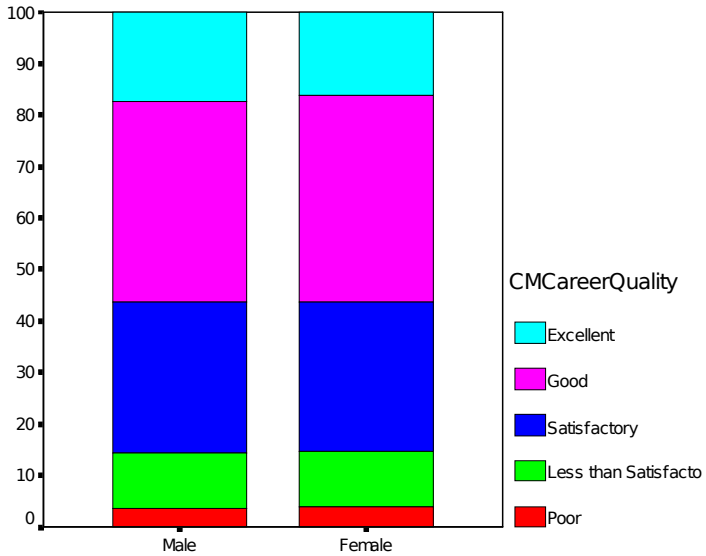


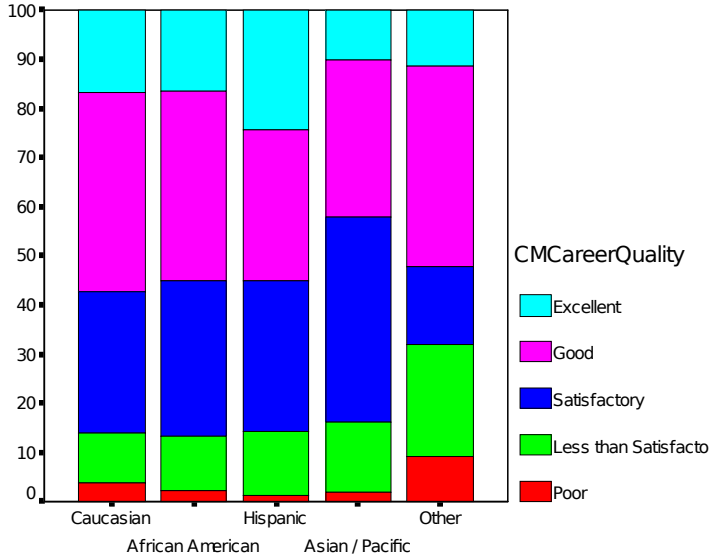


Overall Satisfaction With Career Managers During Your Entire Career









How Can Career Managers Better Understand Goals of the Population the Serve? (question 23)

More Interviews	59.00%
Automated Preference Sheet	48.00%
Discussion Threads on AKO	24.00%

- No significant differences due to gender
- 1LTs show a significant affinity for career managers conducting more interviews
- African-Americans and Hispanics show more of an affinity for using an automated preference sheet than other ethnic groups

Discussion of Results

- Contact with career managers varies based on AOC, gender, rank, and perceived competence of the career manager (no set pattern)
- However, a large portion of officers only contact their career manager when they PCS
- The majority of officers do not seek mentorship or professional development from their career manager – they contact them about assignments
- Officers get their most reliable career management advice from mentors, consultants, and peers

Discussion of Results

- 2LTs and 1LTs seek mentorship advice from career managers – once an officer reaches the rank of CPT the mentorship seeking behavior decreases significantly
- Officers generally believe there is a strong link between career managers and consultants – and they believe that consultants give good career management advice
- Career manager performance is related to how well they understand career progression, professional development, and the accuracy of their responses
- Satisfaction with career managers increases over time as officers progress in rank and interact with more than one career manager

Conclusions

- Career managers are not mentors but they do have an opportunity to link LTs up with senior officers in some type of mentorship program
- Consultants should play a large role in any type of program that is developed - they are respected and officers look to them to provide career management advice
- Officer satisfaction with career managers directly relates to the perceived accuracy of their responses, their understanding of career progression, and their understanding of professional development
- Officers need to have trust and confidence in their career managers before career managers can serve as “brokers” in a career management program

Back Up Slides

HRC's Role in Mentorship

- Establish a VOLUNTARY formal program
  - "Invite" newly commissioned officers to participate [15]
  - Experienced O4s and ALL O5 & O6s should be considered as potential mentors [15]

- Develop a "Mentoring Model" [12]
  - Target those who need mentoring
  - Selecting mentors who can provide help and support
  - Matching mentors and learners
  - Developing guidelines
  - Providing training for mentors
  - Providing Follow-up

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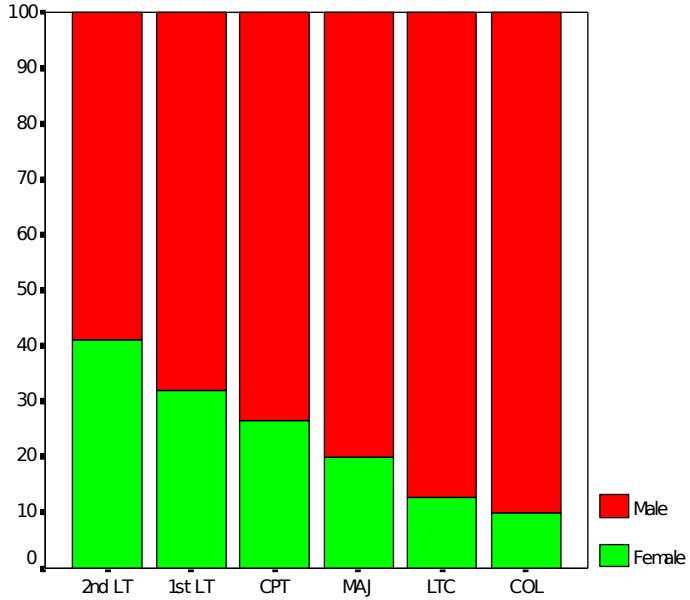
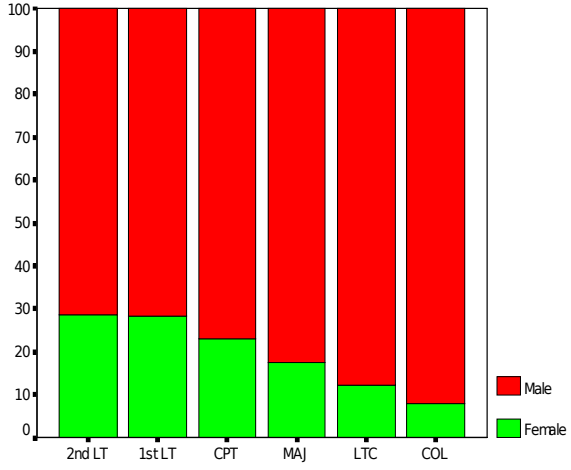
Grade – Gender Comparisons

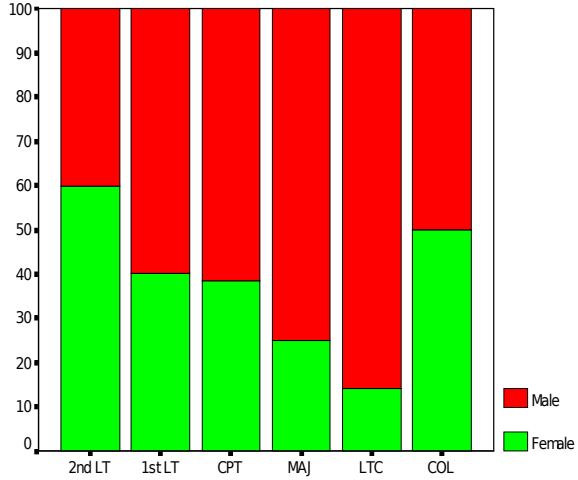
All Ethnic Groups



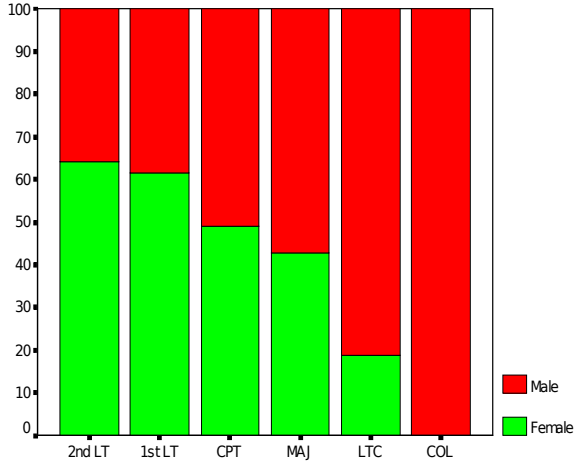
Respondent's Ethnicity=Caucasian



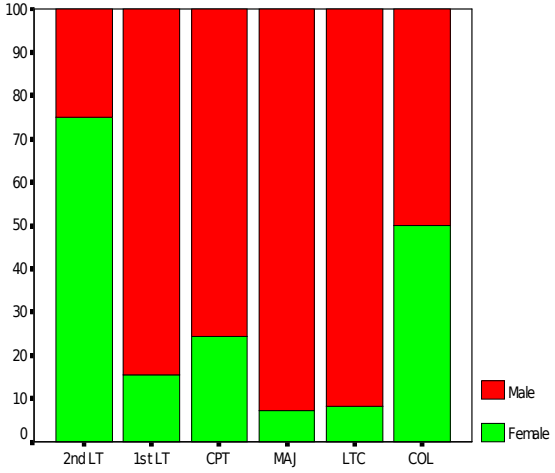
Respondent's Ethnicity=Other



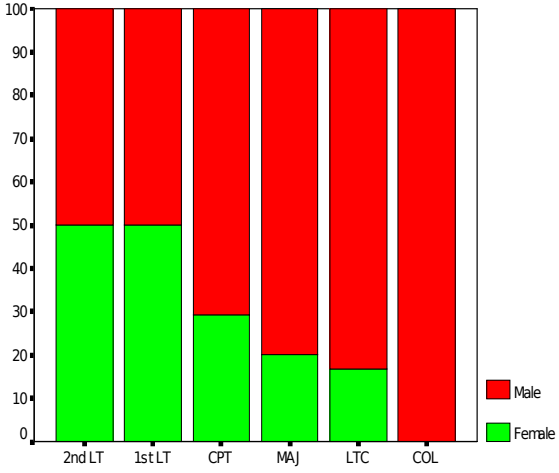
Respondent's Ethnicity=African American



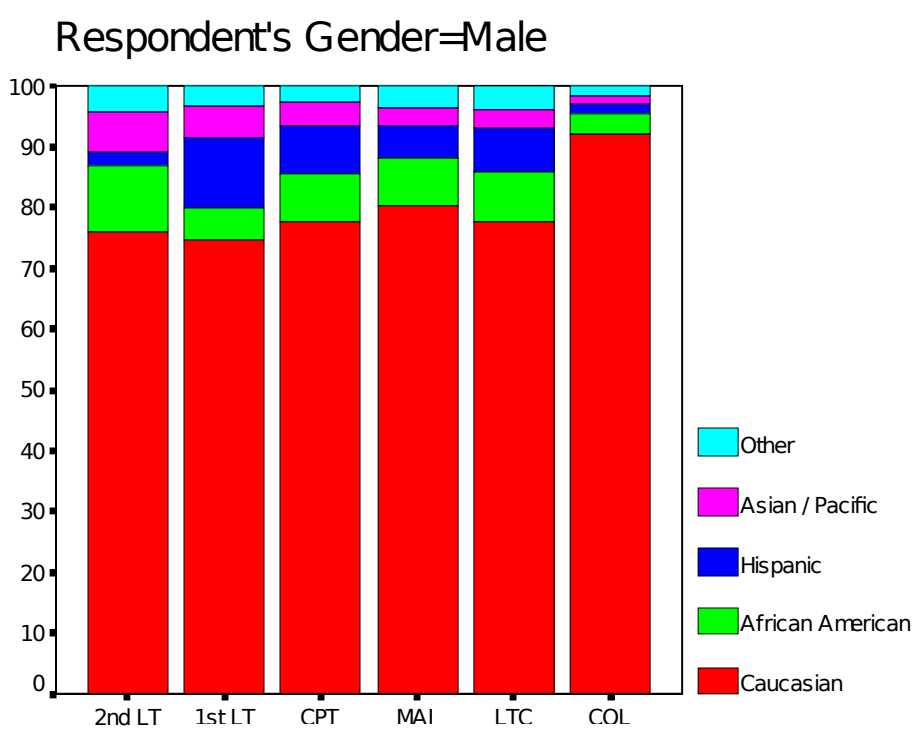
Respondent's Ethnicity=Hispanic

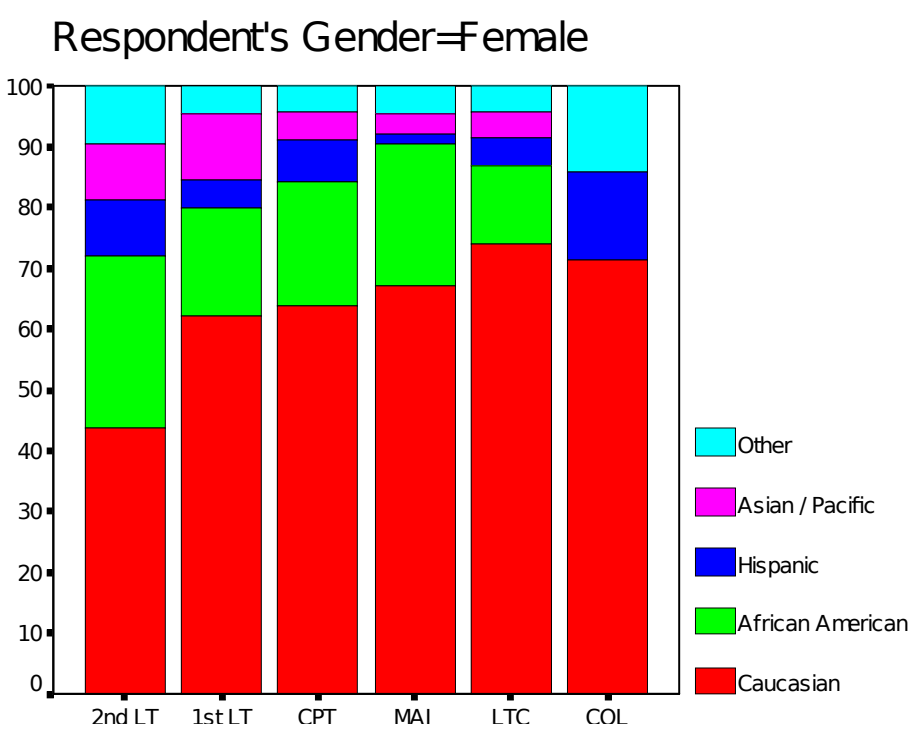


Respondent's Ethnicity=Asian / Pacific



Grade and Ethnicity (broken by gender)



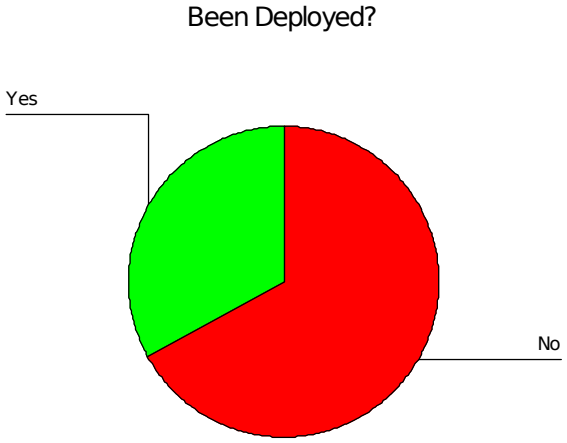


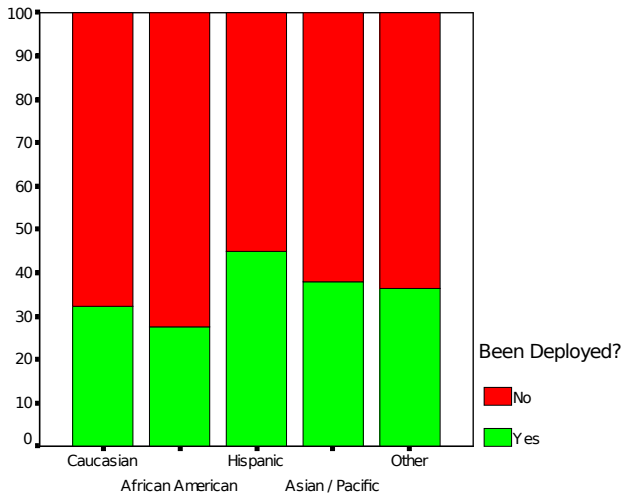
Respondent's Ethnicity * Respondent's Grade * Respondent's Gender Crosstabulation

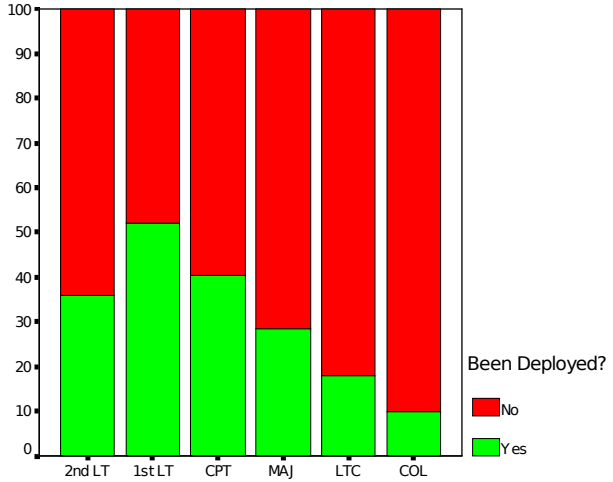
% within Respondent's Grade

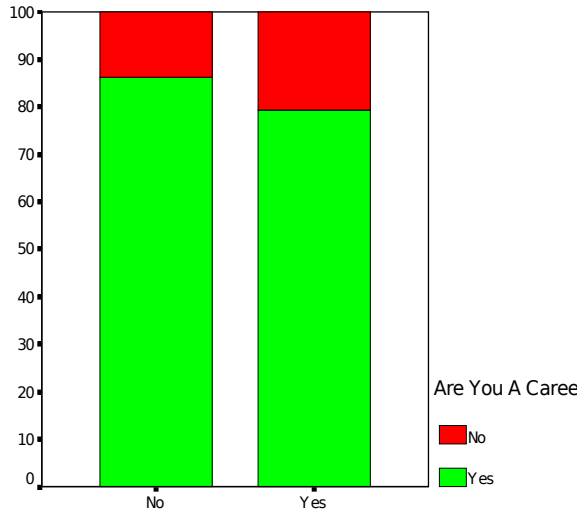
Respondent's Gender			Respondent's Grade						Total
			2nd LT	1st LT	CPT	MAJ	LTC	COL	
Male	Respondent's Ethnicity	Caucasian	76.1%	74.7%	77.7%	80.3%	77.7%	92.2%	79.0%
		African American	10.9%	5.3%	7.8%	7.9%	8.3%	3.1%	7.5%
		Hispanic	2.2%	11.6%	8.1%	5.1%	7.0%	1.6%	6.7%
		Asian / Pacific	6.5%	5.3%	3.9%	3.1%	3.2%	1.6%	3.7%
		Other	4.3%	3.2%	2.6%	3.5%	3.8%	1.6%	3.1%
	Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Female	Respondent's Ethnicity	Caucasian	43.8%	62.2%	63.7%	67.2%	73.9%	71.4%	63.0%
		African American	28.1%	17.8%	20.4%	23.4%	13.0%		20.4%
		Hispanic	9.4%	4.4%	7.1%	1.6%	4.3%	14.3%	5.6%
		Asian / Pacific	9.4%	11.1%	4.4%	3.1%	4.3%		5.6%
		Other	9.4%	4.4%	4.4%	4.7%	4.3%	14.3%	5.3%
	Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

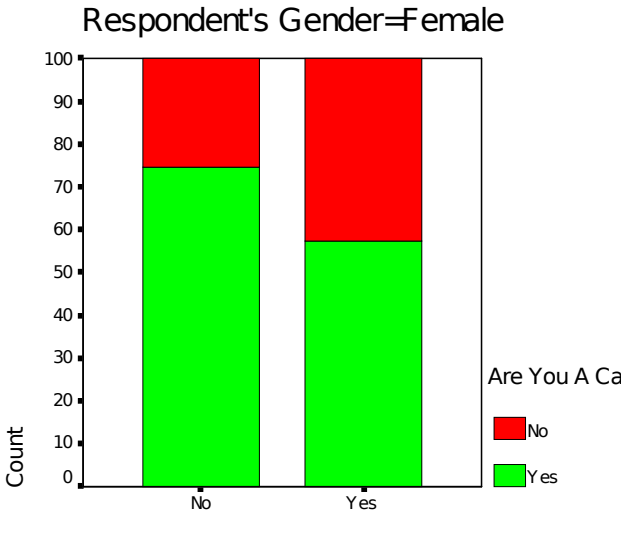
Deployment Effect?

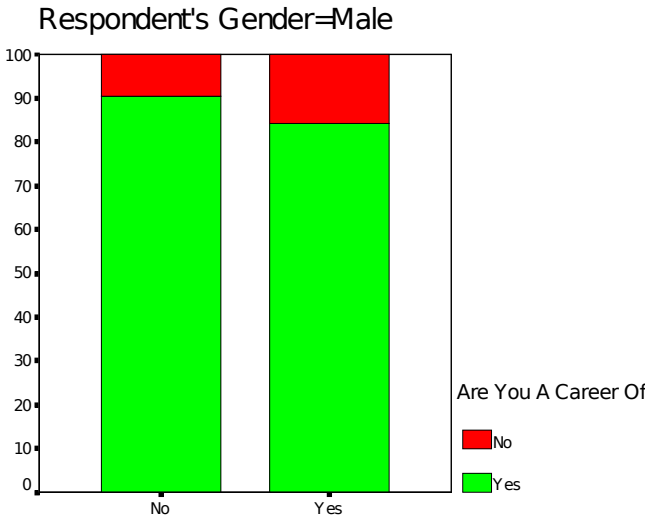












Frequency of Contact Tables

	2nd LT	1st LT	CPT	MAJ	LTC	COL
1 Time	14.10%	17.86%	19.11%	21.30%	24.04%	21.13%
2 Times	17.95%	16.43%	21.21%	18.52%	19.13%	16.90%
3 Times	17.95%	15.00%	12.35%	15.12%	12.02%	8.45%
4 Times	6.41%	10.00%	6.76%	5.86%	4.92%	8.45%
5 Times	1.28%	5.71%	3.26%	1.85%	1.09%	0.00%
More Than 5 Times	16.67%	10.00%	6.29%	5.25%	7.10%	9.86%
Only When I'm Getting Ready to PCS	6.41%	21.43%	26.34%	29.63%	26.23%	25.35%
Never	19.23%	3.57%	4.66%	2.47%	5.46%	9.86%

	Poor	Less than Satisfactory	Satisfactory	Good	Excellent
1 Time	6.52%	13.73%	22.51%	22.59%	18.06%
2 Times	15.22%	9.80%	19.61%	19.30%	22.26%
3 Times	10.87%	13.73%	7.72%	16.01%	15.81%
4 Times	8.70%	6.86%	4.18%	5.48%	10.65%
5 Times	4.35%	2.94%	1.61%	2.85%	2.58%
More Than 5 Times	13.04%	6.86%	4.82%	5.70%	11.94%
Only When I'm Getting Ready to PCS	26.09%	33.33%	31.83%	24.34%	17.42%
Never	15.22%	12.75%	7.72%	3.73%	1.29%

Downward Trend in "Never" Category

	70A	70B	70C	70D	70E	70F	70H	70K	67E	67F	67J	71A	71B	71E	72B
1 Time	25.71%	16.02%	21.88%	17.65%	16.00%	15.28%	19.23%	24.85%	36.59%	26.32%	11.83%	33.33%	26.47%	23.68%	22.22%
2 Times	24.29%	14.56%	25.00%	11.76%	16.00%	13.89%	16.15%	20.61%	17.07%	21.05%	22.58%	28.57%	20.59%	10.53%	33.33%
3 Times	10.00%	16.99%	9.38%	8.82%	8.00%	12.50%	14.62%	7.88%	12.20%	7.89%	22.58%	4.76%	5.88%	15.79%	18.52%
4 Times	5.71%	6.80%	9.38%	2.94%	0.00%	4.17%	7.69%	7.88%	4.88%	2.63%	6.45%	4.76%	11.76%	2.63%	3.70%
5 Times	1.43%	3.88%	3.13%	0.00%	0.00%	1.39%	2.31%	0.61%	0.00%	0.00%	7.53%	4.76%	0.00%	2.63%	11.11%
More Than 5 Times	0.00%	11.65%	0.00%	2.94%	0.00%	13.89%	4.62%	1.82%	7.32%	7.89%	13.98%	9.52%	8.82%	13.16%	0.00%
Only When I'm Getting Ready to PCS	30.00%	19.90%	28.13%	52.94%	52.00%	37.50%	32.31%	32.73%	9.76%	18.42%	13.98%	9.52%	23.53%	26.32%	11.11%
Never	2.86%	10.19%	3.13%	2.94%	8.00%	1.39%	3.08%	3.64%	12.20%	15.79%	1.08%	4.76%	2.94%	5.26%	0.00%

How Do Officers Contact HRC? (question 5)

Phone	30.53%
Email	66.37%
Other	3.10%

- As rank increases contact by phone increases and contact by email decreases

- African American officers contact more by phone and less by email than the other ethnic groups

- Asian / Pacific officers are the exact opposite they contact less by phone and more by email than the other ethnic groups

HRC Web Site Questions (27 – 29)

- 27.4% of respondents did not know that the HRC web site and the MSC web site were two different sites

- 39.5% of females and 50% of 2LTs did not know they were separate sites

- 22% of respondents visit the site once a week, 22% visit once a month, 40% visit sporadically, and 9% have never visited the HRC web site

- Females use the site less than males and use increases as rank increases – no significant differences among ethnic groups

- What information do people find most useful on the HRC web site:

Position / Assignment	61.60%	Short Course Status	19.70%
Current Topics	58.70%	MSC Annual Report	18.30%
Education / Training	38.60%	Links	11.80%
Career Manager / Personnel Tech Info	34.00%	HSD Directory	4.20%
MSC Branch Directory	23.40%		

MSC Web Site Questions

- 11% of respondents visit the site once a week, 21% visit once a month, 59% visit sporadically, and 6% have never visited the HRC web site

- Females use the site less than males and 2LTs less than other ranks

- 52.5% of respondents know that the MSC web site contains AOC career path information and listings of MSC authorizations

- 77.6% of the people that know about these tools use them